



Maine Management Service

NEWSLETTER

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Excellence as the standard in Maine State Government

The Power of Leadership Storytelling

In the summer 2002 issue of *Sloan Management Review*, Douglas Reddy proclaims that, "executive storytelling initiatives outperformed many other [leadership] methodologies." Many professionals cite it as a highly effective vehicle for inspiring leadership in themselves, in the people they manage, in the teams they direct.

Pharmaceutical giant, Wyeth Corporation, realized the benefits of storytelling by experiencing the technique, first-hand, in its recent leadership development program. Wyeth leaders were asked to list key experiences and lessons from their lives, as well as plot their individual leadership journeys.

An individual's leadership journey is made up of the significant achievements and setbacks from birth to present day. The leadership journey worksheet consists of a single horizontal line; a participant identifies and marks high and low points in order of chronology, then connects the dots to obtain a clear picture of the path their life has taken. The act of plotting one's leadership journey requires careful consideration and often leads to deep reflection about the events that have influenced and shaped one's sense of self. The leadership lessons, not the specific conditions, are the focus of the story.

After plotting their leadership stories, Wyeth participants were asked to share their stories with two partners, listen to their partners' stories, and discuss what they heard and provide feedback. The impact of using personal leadership stories at Wyeth was overwhelmingly positive and helped to fuel constructive dialogue among teams about values, principles, and shared vision. Most of all, they experienced a sense of connection - with one another, with senior leaders, and with company values.

Leadership story-telling is also a part of the three-day Maine Leadership Institute (*see elsewhere is this newsletter for upcoming MLI dates and information to enroll*).

This article is an excerpt from Linkage, Inc.'s Link and Learn newsletter, December 2002, Vol. 1. A link to the full story is provided with permission from Linkage, Inc.:

http://www.linkageinc.com/newsletter/archives/leadership/power_of_leadership_Delin.shtml

To subscribe to Link and Learn, follow this link: <http://www.linkageinc.com/newsletter/default.shtml>

2003 Mentoring Program Gets Started

14 state government managers are paired with senior executives from within and outside of state government for the 2003 Maine Management Service mentoring program.

The mentoring program kicked off at a July 1, 2003 orientation where Chief of Staff Jane Lincoln thanked mentors and protégés for participating. She noted one of the goals of the mentoring program is to manage the high expected turnover of managers in state government. She said of the mentors, *"So you can see how essential this mentoring program is and your role in assuring the smooth succession of state government into the next decade. You will put your imprint on those who lead and manage state programs in the future. Yours is a significant role. And we thank you for taking it on."*

(cont. on p. 3)

Myths of Mentoring¹

You need a toga to be a mentor: Gone are the days of protégés sitting at the feet of the wise one; you never know who might be a powerful learning influence

Mentoring only happens on a one-to-one, long-term, face-to-face basis: With modern technology mentoring can take place by e-mail, telephone, or fax and may only need a few hours

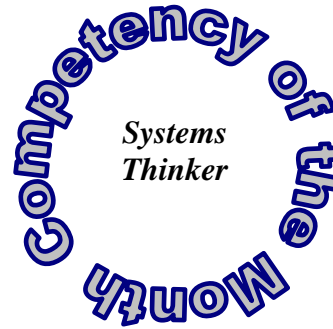
Taking time to mentor decreases productivity: Mentoring improves productivity through better communication, goal clarity, increased commitment, and succession planning

Mentoring is a rare experience and only occurs for a few people: Informal mentoring is probably the most frequent method of transmitting knowledge and wisdom in society; virtually everyone has experienced it

Mentoring requires a greater time commitment than most workers can afford: Being mentored or being a mentor does not guarantee career advancement, but it does significantly increase on-the-job learning, accelerating career opportunities

The person being mentored is the only one who benefits from the relationship: For mentoring to be effective, all parties must perceive benefits; this is the principle of mutuality

¹ Peer Resources - Navigation Tools for the Heart, Mind and Soul™
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COMPETENCY FOCUS:

Competencies are a combination of skills, knowledge, attitude, and behavior that define an effective leader. They distinguish high performers from others in the same job. In this series, we illustrate one of Maine's 10 leadership competencies in each issue.

Systems Thinker

Effective leaders...

- Recognize and communicate patterns and causal connections underlying seemingly unrelated and distinct events.
- Describe situations as the product of interrelated processes, structures, systems, and individual behaviors.
- Generate explanations for others that clarify and simplify complex political relationships existing across organizations, constituents, policies, and procedures.
- Establish and maintain a network of subject matter experts or resources to access for help or information.
- Know when to contact others who have a role or responsibility in a related area.
- Discuss the 'big picture' of each department with a variety of experts and colleagues to understand all the factors behind performance.
- Identify and address underlying issues before working with surface issues.

What is Systems Thinking?

Where analytical thinking breaks complex problems and issues into smaller, more manageable parts; systems thinking looks at the whole. It is the difference between reading a novel and looking at a painting. When reading, the story is revealed to us chapter by chapter. When we look at a picture, we see the whole story all at once. Systems thinking refers to looking at problems or issues, not as isolated events, but as parts of a fuller pattern.

Ask Yourself...

- What really causes the behavior?
- What are the synergies among people, procedures, or policies?
- How has the way we have historically done things contributed to the problem?

What's Happening?

Fee is reduced for Maine Leadership Institute!

Participants can now attend the three-day Maine Leadership Institute for \$625, a twenty percent reduction from last year. By moving the institute's location and building in-house capabilities for creating the 360° leadership profiles, MMS was able to cut costs and pass those savings on to agencies. The fee includes materials, food, and personal leadership profiles for each participant.



Maine Leadership Institute Dates. Two more institutes are being offered between now and the end of the year. Enroll now on-line by visiting the MMS Web site at:

<http://www.maine.gov/bhr/mms/mli/index.html>

MLI Dates	Registration Deadline
October 6, 7, 8	September 2
December 10, 11, 12	November 27



Continuing Education Forum delves into systems thinking. One of the core leadership competencies, the forum will define systems thinking concepts and models and participants will learn to apply them to their own agency. Participants will learn to construct causal loop diagrams that can be assembled into archetypes for much of what causes organizational problems. Several standard archetypes taken from Peter Senge's work will be explored.

When: September 8, 2003

Where: Distance Learning Room 103A, first floor, Cross Office Building or at anyone of the 80 ATM sites across the state

What time: 1:30 – 4:30 p.m.

Cost: \$75

More information:

<http://www.maine.gov/bhr/mms/ContED/index.htm>



Leadership at Every Level – The Power and Passion Within. The University of Southern Maine School of Business hosts its Executive Forum on October 28, 2003, with keynote speaker, Ron Heifetz, Director, Center for Public Leadership, Kennedy School of Government at Harvard University.

When: October 28, 2003

Where: Holiday Inn by the Bay, Portland

What time: 8:00 a.m. to noon

Cost: \$95

More Information: <http://www.usm.maine.edu/sb/>



Large turnout for Wiley lecture. Director of Office of Management Consulting and Training for the National Governor's Association, Peter Wiley returned to Maine for the MMS Lecture Series on June 26 to talk about NGA's efforts to assist states with Managing for Results, or performance management. He advised the nearly 50 MMS members attending that performance management will be around as long as taxpayers continue to demand that government justifies what it does. "Efforts to track results will only increase and intensify, he said."

Resources:

Making Results-based State Government Work:

<http://www.urban.org/UploadedPDF/results-based-stategovt.pdf> (PDF)

The Finance Project:

<http://www.financeprojectinfo.org/results/performance.asp>

National Governor's Association:

<http://www.nga.org/center/managingforresults/>



Mentoring Program Gets Started (cont. from p. 2)

Throughout the spring, interested managers interviewed prospective mentors from the MMS mentor pool to assess their credentials, interests, and experience and to select a mentor. In some cases, managers referred mentors to the MMS mentoring pool. In other cases, MMS suggested a direct match after consulting with the parties. Mentors will assist state government managers with problem-solving and skill-building. They will listen, motivate, and give feedback. The mentoring pairs will meet for five hours a month through the end of March 2004.